



# **Departmental Quarterly Performance Report**

**Department Name: Cultural Affairs**

**Reporting Period:  
FY2002-2003  
3<sup>rd</sup> Quarter**

<b>I. Performance Initiatives</b>	<b>Page 2</b>
<b>II. Personnel Status</b>	<b>Page 5</b>
<b>III. Financial Performance</b>	<b>Page 6</b>
<b>IV. Department Director Review</b>	<b>Page 7</b>

# Departmental Quarterly Performance Report

Department Name: Cultural Affairs

Reporting Period: FY2002-2003 – 3rd Quarter

## MAJOR PERFORMANCE INITIATIVES

Describe Key Initiatives and Status

Check all that apply

County Mgr. Priority (Circle One): **People** Service Technology Fiscal Responsibility

**Strategic Area: FOSTERING AN IMPROVED QUALITY OF LIFE FOR ALL RESIDENTS, ESPECIALLY CHILDREN AND SENIOR CITIZENS**

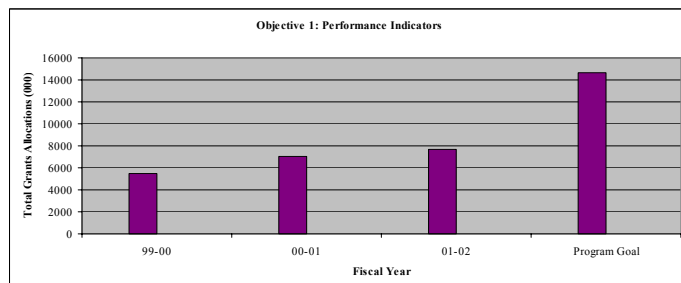
**Serve as a Cultural Developer Countywide**

- **Objective:** Increase funding available through the 15 existing grants programs to strengthen support for cultural development –

**Status:** Grants programs increased by \$900,000 FY2002 to FY2003

- **Objective:** Establish 3 new grants programs to complete the comprehensive investment strategy for the arts –

**Status:** Unfunded



- **Objective:** Convene regular public town meetings to shape cultural policy and maintain the direct involvement of civic and community partners in the cultural work plan –

**Status:** accomplished and ongoing

- ☒ Strategic Plan
- ☒ Business Plan
- ☒ Budgeted Priorities
- ☐ Customer Service
- ☐ ECC Project
- ☐ Workforce Dev.
- ☐ Audit Response
- ☐ Other \_\_\_\_\_  
(Describe)

County Mgr. Priority (Circle One): **People** Service Technology Fiscal Responsibility

**Strategic Area: PROVIDING SAFE, QUALITY NEIGHBORHOODS**

**Improve Existing Cultural Facilities in Neighborhoods throughout Miami-Dade**

- **Objective:** Upgrade 15 neighborhood-based cultural and community centers to provide more convenient and affordable cultural and educational activities –

**Status:** work is accomplished in phases in many instances: 5 projects completed; 1 project slated for completion in 4<sup>th</sup> Quarter of '03; 9 projects ongoing.

- **Objective:** Stimulate economic revitalization and gentrification in partnership with local government and civic groups in maintaining and operating these neighborhood facilities at optimal levels –

**Status:** Ongoing; currently actively partnering with City of Miami (Gusman; East Little Havana Arts District, Latin Quarter Cultural Center; Caribbean Marketplace; Lyric Theater); City of Miami Beach (Colony; Byron-Carlyle; Office of Tourism and Culture); City of North Miami (PAN); City of Homestead (ArtSouth)

- **Objective:** In tandem with completion of the capital work, program the upgraded facilities to activate them and offer creative, alternative activities for kids –

**Status:** awarded 13 Cultural Access Network (CAN) programming grants in FY03 to build facility usage by cultural groups and audiences; FY04 CAN cycle underway

- ☒ Strategic Plan
- ☒ Business Plan
- ☒ Budgeted Priorities
- ☒ Customer Service
- ☐ ECC Project
- ☐ Workforce Dev.
- ☐ Audit Response
- ☐ Other \_\_\_\_\_  
(Describe)

# Departmental Quarterly Performance Report

Department Name: Cultural Affairs

Reporting Period: FY2002-2003 – 3rd Quarter

County Mgr. Priority (Circle One): **People** Service Technology Fiscal Responsibility

**Strategic Area: PROVIDING SAFE, QUALITY NEIGHBORHOODS**

## Develop New Cultural Facilities

- **Objective:** Complete the construction, operational planning and activation of the downtown Performing Arts Center by its scheduled opening in 2005 –  
**Status:** Construction underway; conducted a comprehensive operational and programming assessment, and financial audit of the Performing Arts Center Trust (PACT); developed and implemented an organizational transition plan to shift management responsibilities for the PACT to its own dedicated, full-time staff; secured a \$1.5 million grant from the John S. and James L. Knight Foundation for institutional readiness and capacity building for the PACT, the PAC Foundation, and the resident companies; prepared Federal Legislative Appropriations requests totaling more than \$25 million, and State Appropriations requests for \$10 million over 4 years
- **Objective:** Assess the need for new/additional cultural facilities County-wide on a continual, active basis –  
**Status:** Working with municipalities through hired consultant teams (Miami Beach) and/or directly with their professional administration (Coral Gables) to update the existing list of community cultural facilities' needs within their jurisdictions; coordinating community planning and assessment work on cultural facilities needs countywide with overall preparations for a General Obligation bond initiative
- **Objective:** Complete the design, operational planning and activation of the South Miami-Dade Cultural Center by its scheduled opening in 2005 –  
**Status:** Design and Development, and Construction Documents phases completed; construction bid documents being readied, with expected review completed and contract issued by the end of 2003
- **Objective:** Assist in finalizing the plans to finance, build and operate a new Miami Art Museum (MAM), a new Science Center of the Americas (SCOTA), and a new Miami Children's Museum; culminate the loan repayment plan and help facilitate the work of the State-appointed Planning Group for the Miami Circle –  
**Status:** Planning money and initial capital funding secured through inclusion of the Museum Park and Little Haiti Park Complex (Caribbean Marketplace) in the City of Miami's general obligation bond, passed by voters in November, 2001; being consulted occasionally by SCOTA and MAM regarding efficacy and readiness to advance a ballot initiative in 2004 requesting a general obligation bond issuance for Museum Park; designed and negotiated a satisfactory financing solution to fulfill the County's commitment to the Miami Children's Museum without exacerbating the County's internal cashflow pressures that enables the Miami Children's Museum to remain on schedule with its construction, and keep on track for the projected grand opening of the new facility in September, 2003; developed the strategy and budget, and applied for Federal "Save America's Treasures" grants to protect the archaeological features of while enabling public access to the Miami Circle site.

☒ Strategic Plan  
☒ Business Plan  
☒ Budgeted Priorities  
☐ Customer Service  
☐ ECC Project  
☐ Workforce Dev.  
☐ Audit Response  
☐ Other  
(Describe)

# Departmental Quarterly Performance Report

Department Name: Cultural Affairs

Reporting Period: FY2002-2003 – 3rd Quarter

County Mgr. Priority (Circle One): **People** **Service** Technology Fiscal Responsibility

**Strategic Area: FOCUSING ON CUSTOMER SERVICE**

## Increase public participation in cultural activities

- **Objective:** *Attract audiences of all background to become eventgoers –*  
**Status:** initiating High 5 Miami, a \$5 ticket program for youth in high school and college, and secured \$150,000 toward the program from the Knight Foundation; published and are distributing printed and electronic versions of the new and expanded Cultural Resource Directory; published and are distributing the Arts Programs for Schools and Communities sourcebook to educators, administrators, agencies, etc.; expanding the Department's website to include more searchable databases, more downloadable forms, more extensive hotlinks, and e-ticketing; coordinating and helping implement the work of Arts for Learning Miami and the Children's Cultural Coalition to increase opportunities for children to experience community cultural activities; introducing the "Golden Ticket" free admission for low-income senior citizens program, in coordination with the Transit Department's "Golden Passport" program, and secured \$22,000 toward the program from the National Endowment for the Arts

## Make the Department's programs and services faster and easier to access

- **Objective:** *Improve the response time for core grants programs by continuing to streamline payment and contracting timetables –*  
**Status:** Accomplished - expedited the final grants approval process by synching up BCC authorization within the annual budget ordinance, thereby enabling the bulk of grant payments to be disbursed in October each year; changed procedure which formerly required an Assistant County Manager to sign as Manager's designee on grant contracts to allow Department of Cultural Affairs Director to be so designated; consolidated and reduced the size of grant agreement forms; next step is to enroll as many cultural constituents as possible in the County's electronic payment system, to improve the "response time" further from the initial moment of application to the actual receipt of county grant funds
- **Objective:** *Extend the Department's technical Assistance services to areas of need –*  
**Status:** Accomplished – expanded the successful Arts Help en Español bilingual grantswriting support for the Hispanic cultural community by initiating Arts Help en Kreyol for the Haitian cultural community; continuing work with municipalities (e.g., Miami Beach, City of Miami, Coral Gables, etc.) to establish and develop arts councils to create and expand cultural support programs within Miami-Dade's cities; published and are distributing the Grants Programs and Technical Assistance Workshops Guide for Individual Artists to artists, artists' co-ops, artists services providers, etc.; developing and will publish and distribute the Technical Assistance and Resources Guide for Cultural Organizations, slated to be issued in fall, 2003.
- **Objective:** *Expand the Department's pilot customer service survey to all grant programs, workshops and town meetings, and tailor subsequent survey cycles to concentrate on grant report forms and grant contract forms, respectively –*  
**Status:** Accomplished - the Customer Service Survey is currently in being employed to assess the effectiveness of the grant application forms for the spring cycle of the FY2003-2004 grants programs and for the grant report forms; Underway – the Survey is slated to be used for all FY2003-2004 grantees to assess the effectiveness and ease of use of the grant contract forms.

☒ Strategic Plan  
☒ Business Plan  
☒ Budgeted Priorities  
☒ Customer Service  
☐ ECC Project  
☐ Workforce Dev.  
☐ Audit Response  
☐ Other \_\_\_\_\_  
(Describe)

**Departmental Quarterly Performance Report**  
**Department Name: Cultural Affairs**  
**Reporting Period: FY2002-2003 – 3rd Quarter**

---

**PERSONNEL SUMMARY**

***A. Filled/Vacancy Report***

NUMBER OF FULL-TIME POSITIONS*	Filled as of September 30 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions at the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
	18 FTE 1 P/T	18 FTE 2 P/T	18 FTE 1 P/T	1 P/T	19 FTE	1 P/T	19 FTE	1 P/T		

\* Public Safety Departments should report the sworn versus non-sworn personnel separately and Departments with significant part-time, temporary or seasonal help should report these separately.

**Notes:**

***B. Key Vacancies***

None

***C. Turnover Issues***

None

***D. Skill/Hiring Issues***

None

***E. Part-time, Temporary and Seasonal Personnel***  
***(Including the number of temporaries long-term with the Department)***

None

***F. Other Issues***

# Departmental Quarterly Performance Report

Department Name: Cultural Affairs

Reporting Period: FY2002-2003 – 3rd Quarter

## FINANCIAL SUMMARY

(All Dollars in Thousands)

	PRIOR YEAR	CURRENT FISCAL YEAR						
		Total Annual Budget	Quarter		Year-to-date			
			Budget	Actual	Budget	Actual	\$ Variance	% of Annual Budget
<b>Revenues</b>								
‣ Other	52	150	38	14	113	121	8	80.66%
‣ Interfund x'fer	3,013	3,941	985	356	2,956	436	-2,520	0.11%
‣ General Fund	5,428	6,219	1,555	0	4,664	0	-4,664	0.00%
‣ Carryover	972	496	124	0	372	853	481	171.98%
<b>Total</b>	<b>9,465</b>	<b>10,806</b>	<b>2,702</b>	<b>370</b>	<b>8,105</b>	<b>1,410</b>		
<b>Expense*</b>								
‣ Sal/Fringe	1,092	1,459	365	412	1,094	1,155	61	79.16%
‣ Other Op. Exp.	7,595	9,327	2,332	630	6,995	8,926	1,931	95.70%
‣ Capital	5	20	5	2	15	17	2	85.00%
<b>Total</b>	<b>8,692</b>	<b>10,806</b>	<b>2,702</b>	<b>1,044</b>	<b>8,104</b>	<b>10,098</b>		

\* Expenditures may be reported by activity as contained in your budget or may be reported by category (personnel, operating and capital).

## **Equity in pooled cash (for proprietary funds only)**

Fund/ Subfund	Prior Year	Projected at Year-end as of			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
‣ 125/127	854	232	232	232	
‣ 720	3,629	10	25	20	
‣ 60	68,353	0	0	0	
<b>Total</b>	<b>72,836</b>	<b>243</b>	<b>259</b>	<b>252</b>	

## **Comments:**

- 1) Revenue receipts are not realized in even, quarterly installments throughout the fiscal year
- 2) Revenues are transferred during the fourth quarter of the fiscal year
- 3) Carryover was higher than anticipated due to higher than budgeted revenues and encumbered funds from prior years carried forward but as yet unexpended
- 4) Grant allocation disbursements occur continuously throughout the fiscal year
- 5) Capital expenditures are not evenly distributed throughout the fiscal year
- 6) FAMIS does not segregate those portions of Equity in Pooled Cash in Fund 72 and Fund 60 that are ascribed to the Department

# Departmental Quarterly Performance Report

Department Name: Cultural Affairs

Reporting Period: FY2002-2003 – 3rd Quarter

---

## *STATEMENT OF PROJECTION AND OUTLOOK*

**The Department projects to be within authorized budgeted expenditures and projects that available revenues will meet expenses:**

Notes and Issues:

- Tourist Development Tax (TDT) revenues, which are a dedicated revenue source for the Department's programs and services, are lagging. For the Department of Cultural Affairs, the revised (May 2003) projection for TDT Collections in FY2003 is \$125,000 less than the initial, budgeted projection. In addition, carryover revenues in FY03 are greater than budgeted as a result of the cashflow dynamics attendant to grant disbursements. If an actual TDT shortfall, in fact, materializes in FY03, the Department can still cover its expenses through its greater than budgeted carryover revenues.
- The County Manager's **proposed budget for FY2004** results in a \$430,000 "hole" in the Department's budget. To accommodate this initial budget scenario, the Department has indicated that it will need to:
  - "freeze" the FY2004 International Cultural Exchange (ICE) grants program, for which \$250,000 in grant recommendations are pending
  - reduce the FY2004 Capital Development Grants (CDG) program, for which \$350,000 in grant recommendations for facility improvements or equipment upgrades are pending, by either 23% or 51%, and/or
  - "freeze" the FY2004 Cultural Access Network (CAN) grants program, which invests \$100,000 annually in audience development initiatives and cultural facility activation strategies countywide; and
  - eliminate one of two required full-time positions initially forecast for FY2004
- The Florida Legislature has adopted a budget for FY2004 that reduces State cultural funding from its current, FY2003 level of \$28 million statewide, to \$6.065 million statewide in FY2004. In FY2003, Miami-Dade County cultural organizations alone successfully competed for and drew-down more than \$6 million in state grant funds. The impact of the state funding reduction in FY2004 is especially hard-hitting, if not life-threatening for Miami-Dade County's cultural groups.

## **DEPARTMENT DIRECTOR REVIEW**

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.

*Michael Spring (original signed & sent to Alina Hudak)*

*August 5, 2003*

\_\_\_\_\_  
Signature

Department Director

Date \_\_\_\_\_